



Strategic Plan 2018-2019

**Council/Staff Planning Retreat
July 11, 2018**

**Adopted
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**Prepared and Facilitated
By
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Vision Statement

City of Seabrook

Seabrook is a sustainable, energetic and beautiful coastal community that embraces environmental stewardship, fosters safe neighborhoods and promotes tourism and economic diversity.

Mission Statement

The City of Seabrook is responsive, innovative and fiscally sound in delivering services that preserve, protect and enhance quality of life.

City of Seabrook

City Council

Leadership Philosophy

The City Council of the City of Seabrook will lead...

- With an eye toward the greater good.
- In support of the residents.
- With open and honest communication.
- By example.
- With trust for the experts, particularly staff.
- With selflessness.
- By being able to compromise.
- With mutual respect.
- By being a good listener.
- With an attitude of agreeing to disagree.
- With effective vertical and horizontal communication.
- By utilizing a team culture approach.
- By dealing with the issue; not the personality.
- To suggest first rather than mandate.

City of Seabrook

City Council

Communication Philosophy

The City Council of the City of Seabrook will communicate...

- By listening through input from all parties.
- By being honest.
- By continuing to talk (not building walls).
- Reaching out to others, particularly our committees and boards.
- To learn first then to provide information.
- By remembering it is not just what you say, but how you say it.
- Meeting and talk with the City Manager regularly.
- By taking personal responsibility for getting information.
- By being patient.
- Factually.
- In person, first.
- By asking others their opinion before a decision is made.

City of Seabrook

City Council and Staff

Expectations

Council expects the following of each other...

- Do not micromanage.
- Rely on the City Manager.
- Share information and resources.
- Respect the ideas, opinions, information and thoughts.
- Be transparent.
- Be unified after the decision is made.

Council expects the following of staff...

- Be factual when providing recommendations.
- Be mindful of differences between providing history on a matter versus opinion.
- Provide opinions and recommendations on matters without personal bias.
- Provide the implications (pros/cons) of a matter or decision.
- Be an expert (well trained and up to date).
- Foster an environment of open communication.

Staff expects Council to (as defined by Council members themselves)...

- The City Manager is the starting point in a conversation or issue.
- Don't bring politics to the staff.
- Respect their expertise.
- Provide clear direction to staff, but allow them to implement.
- Let them do their job.
- Give them the tools to do their job.
- Provide explanations for the decisions made.

**City of Seabrook
Staff
Core Leadership Model**

The City of Seabrook is committed to excellence through...

**Exceptional and Professional Customer Service.
Effective Teamwork and Partnerships.
Integrity, Honesty and Respect.
Sustainability and Stewardship.
Accountability and Transparency.
An Entrepreneurial Spirit.**

Vision Element # 1

Economic Development

Guiding Principle: Economic development strategies need to reflect the diversity, values, interests and desires of individual local communities and its citizenry.

Strategic Initiatives		Goals	Action Steps	Lead
Initiative 1: Encourage Activity Centers within Planning Areas and Special Districts	1.1	Propose multiple points of public access to waterfront in all districts	Old Town Seabrook District – Improve walkability in and around slough by a boardwalk concept	CM EDC CD
			Mixed Use/Lakefront Planning Area – Improve access to and enjoyment of lakefront area with multi-use economic projects	
Kayak Launch opportunities for location and funding consideration(s)				
	1.2	Provide Resources for businesses during SH 146 Expansion	Meet quarterly with partners (Chamber, TXDot, CVB, and Seabrook Association) to align targets and, as appropriate, re-align joint marketing activities	CM EDC
			Coordinate joint city staff meetings for projects that require multiple elements of review	
Initiative 2: Encourage Economic Development, Redevelopment, Recruitment and Retention	1.3	Coordinate with Community Development, Planning and Zoning Commission and other processes related to optimization of real estate development	Ensure that economic development target areas and other interests are incorporated into any policies and city plans	EDC
Initiative 3: Update and implement changes to major codes and ordinances	1.4	Zoning Ordinance Update	Creation of SH 146 Corridor District Creation of New Old Town Seabrook District	CD
	1.5	Subdivision Ordinance Update	The Community Development Director will work with the Planning and Zoning Commission to update the Subdivision Ordinance to include the changes outlined within the City’s Thoroughfare Plan	CD

Vision Element #2

Organizational Development

Guiding Principle: To be the driving force that serves this city and community

Strategic Initiatives		Goals	Action Steps	Lead
Initiative 1: Sound Fiscal Management	2.1	Sustainable Budgeting Methods	Utilize forecasting, benchmarking, performance measurements to track anticipated gains or losses for effective budget planning	FIN
	2.2	Management and Employee Succession Plan	<p>Develop a plan that outlines current and projected positions and succession plans with any forecasted financial impacts</p> <p>Regularly assess staffing requirements to anticipate and address retirements and other turnovers</p> <p>Research and develop intern and service programs</p>	HR
Initiative 2: Emphasize and Provide Training and Continuing Education Opportunities for All Managers and Employees	2.3	Equipping Employees	<p>Provide annual training program and calendar for all employees</p> <p>Develop a “Nuts and Bolts” Manual for Supervisors with periodic meetings to provide in person training</p> <p>Develop Cross Training Programs within Departments and between multiple Departments</p> <p>Provide training and communication processes for employees in Customer Service positions to provide them with proper information and resources</p>	HR ALL DEPTS
Initiative 3: City Services	2.4	Current and Future City Services	Conduct periodic citizen surveys to make sure services and the way services are provided are fiscally sound	CM COM MS

Vision Element #3 Governance

Guiding Principle: Continue to have the governing body recognize their responsibility for proper governance and the need to conduct its business in an orderly and effective manner

Strategic Initiatives		Goals	Action Steps	Lead
Initiative 1: Active Engagement for Council Leadership Roles	3.1	Transition for Mayor Election	Developing and sharing Mayor's relationships both inside and outside the city with Council members	CS
	3.2	Transfer of Communication Between Council and Boards	Develop a policy to define a Council Liaison Communication Process	CM CS
Initiative 2: Improve Volunteer and Commission/Board Processes	3.3	Volunteer and Board Recruitment Strategies	Research and develop new ways to educate the public on volunteer and board duties and rewards Develop improvements to the posting, application and interview process for the boards and commissions Online Citizen University implementation	CS COMMS
	3.4	Term Limits for Boards and Commissions	Review and make recommendations for term limit revisions	CS CD
Initiative 3: Infrastructure	3.5	Infrastructure Challenges	Negotiate essential resource contracts with long term goals of development	CM

Vision Element #4

Communication and Image

Guiding Principle: To inform and engage citizens, business and visitors by providing and responding with timely, reliable and accurate information.

Strategic Initiatives		Goals	Action Steps	Lead
Initiative 1: Communications	4.1	Communication Ambassador Program	Develop key citizen positions including community organizations to serve as Communication Ambassadors to prevent and control rumors	COMMS
Initiative 2: City Wide Beautification	4.2	Establish City Wide Beautification Program	Develop and revise architectural standards Focus on beautification projects along NASA Parkway Create additional gateway signage to advertise brand and sense of community	CD CM
Initiative 2: Image	4.3	Create an iHeartSeabrook program	Develop www.seabrooklove.com (iheartseabrook.com) campaign, website and video series	COMMS
	4.4	Publicize Positive Messages	Publicize a “Safe and Secure City” Continue and improve marketing efforts for events Develop Public Service Announcements	COMMS
	4.5	Environmental Stewardship	Be cognizant of “environmental stewardship” as spelled out in the City’s Mission Statement when advertising and announcing events and programs Market natural areas, hike and bike trails and other natural resources Highlight the Birding Trail information	COMMS
Initiative 3: Arts	4.6	Promotion of the Arts and Beautification	Growth of the Pelican Path Encourage and develop new art murals	COMMS

Vision Element #5

Mobility and Infrastructure

Guiding Principle: To have the City be a leader in supporting local and regional planning of transportation opportunities that look out for the citizens well-being and safety; and, to have the City allocate resources to maintain and plan properly for future needs in infrastructure

Strategic Initiatives		Goals	Action Steps	Lead
Initiative 1: Partner in Mobility Projects	5.1	Focus on the SH 146 Expansion Project Mobility Issues	Coordinate and plan with TxDOT project manager for SH 146 for construction closures and detours	PD PW
	5.2	Residential Traffic Management Plan	<p>Inform and educate residents on residential traffic management plan and programs</p> <p>Use real time data with permanent data collection points to better utilize enforcement at key times and locations</p> <p>Monitor and develop plans on inner city intersections that will have direct impact of SH 146 project</p>	PD COMMS
Initiative 2: Plan for Sustainable Infrastructure	5.3	Flood Prone Infrastructure Projects	<p>Work toward replacement of both the Todville and Baywood bridges</p> <p>Relocation of the Waste Water Treatment Plant on Main St.</p> <p>Work to insure grant opportunities for mitigation projects are explored annually</p> <p>Optimize resources through continued partnerships with Harris County that own thoroughfares through participating in their long term planning process and bond programs</p>	CM

Initiative 3: Implement Infrastructure Improvements	5.4	Improve Public Access to Waterfront	<p>Design Kayak Launches</p> <p>Consider pedestrian crossing improvements for City Trails</p> <p>Begin partnership projects for East to West pedestrian connections in coordination with the Open Space Master Plan</p> <p>Begin design of public boardwalk access to improve waterfront opportunities for the public</p>	<p>CM CD EDC</p>
Initiative 3: Water Supply	5.5	Water Supply Contract	<p>Continue working toward an early negotiation of current water supply contract</p> <p>Update water/wastewater rate study to ensure adequate resources to capture critical long-term capital needs are met</p>	<p>CM FIN</p>
	5.6	Water Conservation	<p>Expand opportunities for Water Conservation Efforts to Community</p> <p>Continue to plan for funding opportunities and implementation of the Advanced Metering Infrastructure (AMI)</p>	<p>CM PW COMMS</p>

Vision Element #6

Quality of Life

Guiding Principle: To provide quality public space, deliver superior municipal services and support arts, education, recreation and wellness.

Strategic Initiatives		Goals	Action Steps	Lead
Initiative 1: Preserve the Small Town and Community Environment	6.1	Expand Community Events	Focus on increase of events during planned construction phase of SH 146 to maintain community involvement Encourage ideas for special events that will communicate “Community” and “Meet Your Neighbor”	COMMS
	6.2	Continue to Focus on the City’s Appearance	Code Enforcement and Community Clean Up events seasonally to promote citizen involvement	COMMS CD CM
	6.3	Continue the City’s branding, signage and directional signage program	Continue to purchase light pole banners to highlight district or events Develop Gateway Signage Research and develop plans for directional and open space signage Monitoring of ongoing branding with the SH 146 Aesthetic Enhancements Program	CD EDC COMMS
	6.4	Expand the use of public art	Explore the use of HOT funds to expand public art	COMMS
	6.5	Preservation and development of Special Zoning Districts	Development of special zoning regulations to help facilitate enhanced development	CD

Initiative 2: Improve Walkability	6.6	Continue to develop trails and sidewalks creating connectivity throughout the City	<p>Update the Open Space Master Plan</p> <p>Complete Livable Center Grant awarded in 2018 to EDC and evaluate implementation steps for inclusion into city CIP and master plans</p> <p>Develop implementation steps for future trails connections from East to West</p>	EDC CM
	6.7	District Parking and Pedestrian Connections	<p>Develop Parking Solution Projects through a master plan development or Livable Center plan</p> <p>Explore future Parking Options Waterfront District</p>	EDC CM

Vision Element #7

Safe and Secure City

Guiding Principle: To ensure that the community is provided with the appropriate resources to continually improve safety and security throughout the community.

Strategic Initiatives		Goals	Action Steps	Lead
Initiative 1: Provide High Quality Public Safety Services to Serve Community	7.1	Enhance Safe and Secure Initiatives in all transportation areas	<p>Provide Training in Rail and HazMat</p> <p>Expand the CVE Program to include an Inspection Pad within the City</p> <p>Implement Quarterly Community Outreach Programs that will encourage public input on mobility and construction questions and concerns</p>	PD EM
	7.2	Enhance Department Training and Operational Enhancements for Community Safety	<p>Increase hours in the parks and trails with use of Bike Patrol and other equipment</p> <p>Establish and implement plans and communications to conduct awareness, and prevention of issues such as sexual assault/aggression, domestic violence, Safe Zone and DUI</p> <p>Promotion of “Move Over or Slow Down Program” for safety of public safety personnel</p>	PD COMMS
	7.3	Focus on Partnerships with other local law enforcement units	<p>Establish and implement a plan for new Mutual Aid agreements with key partners: DPS, Harris County, Port of Houston, and other local agencies –</p> <p style="padding-left: 40px;">a. Disaster</p>	PD EM

		Assistance b. Resource Sharing	
7.4	Commercial Vehicle Equipment (CVE) inspection program improvements	Develop CVE Pad Site in a safe zone to conduct inspections Develop Joint Agreements with other Agencies Continue to maintain CVE Training as a Joint training with Court, State and Local on new regulations	PD CRT
7.5	Research and prepare for anticipated new offenses related to traffic during the SH 146 construction program	Establish and Implement a plan for new violation code integration with Brazos Tech for construction areas	CRT
7.6	Promote long term strategies that enhance and improve Emergency Services	Improve performance review process for contract providers Clearly define the City and Community's safety standards and plan for future changes to essential services	CM
Initiative 2: Broaden Emergency Management Department Functions for Community and Staff Resources	7.7	Continue to Develop and Implement Joint Command Level Training	EM
	7.8	Seek grant funding for mitigation programs	EM
	7.9	Prepare Standard Operating Procedures (SOPs) for disasters, as they affect the citizens and employees	EM

			Develop and execute Annual Exercise program to test their plans and identify additional areas of improvement on an annual basis	
	7.10	Public Service Announcements (PSA)	Review and develop information to the public for Shelter in Place and other hazardous incident measures in targeted areas throughout the city	PD EM COMMS

Vision Element #8 SH 146 Expansion

Guiding Principle: To ensure that the city in partnership with the state collaborates for the best interests and solutions of residents and visitors to the area during the highway construction

Strategic Initiatives		Goals	Action Steps	Lead
Initiative 1: Managing Construction Phase	8.1	Develop Construction Management Plan	<p>Continual partnership and communications with TXDot, RS&H, and Webber (Contractor) to discuss ongoing plans of timeline and anticipated phases</p> <p>Roll out of city signage to assist for directional purposes on local businesses and city facilities and amenities</p> <p>Work towards improving optimal mobility patterns with use of Collector and Arterial Streets and not Residential Streets</p> <p>Update Pedestrian and Thoroughfare Plans as needed to incorporate new construction and offer a safer and more pleasurable experience for pedestrians</p>	CM ALL DEPTS
	8.2	Define City's Public Safety Role During Construction	<p>Emphasis on New Training for PD for construction related calls for service</p> <p>Expand Joint Meetings with TXDot to include PD Representatives</p> <p>Prepare PD Enforcement in New Areas by planning for new resources and codes</p>	PD CRT
	8.3	Develop a proactive approach to managing traffic issues	<p>Plan for operational adjustment during the construction process</p> <p>Continue review process after construction begins for any measures that could aid residential safety</p>	CM PD PW COMMS

		<p>Find methods to coordinate neighboring area events and create alerts that will benefit local traffic flows</p> <ul style="list-style-type: none"> a. Electronic Signage b. Social Media c. Other Signage 	
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